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ABSTRACT

This collection of abstracts is part of a continuing series providing information on recent doctoral dissertations. The 14 titles deal with the following topics: written communication flow between administrators and faculty at a community college; an analysis of the perceptions of legislators and university administrators on selected issues; communication systems and task rational perceptions in operating organizations; the effects of department size on faculty perceptions of communication effectiveness and participation in decision making; message-response in superior-subordinate communication; the relationship between organizational communication and worker performance; factors perceived to facilitate communication between superintendents and assistant superintendents; the effect of word processing on business letter writing; a rules-based approach to communication within a formal organization; organizational effectiveness in biomedical communications systems; the relationships between information potential and biographical characteristics, channel and source usage, innovativeness, and performance for faculty members at selected two-year colleges; the role played by the American Medical Association from 1920 to 1965 in shaping public opinion concerning compulsory national health insurance; the intercultural communications network; and oral and written business communication problems of selected managerial trainees. (PL)

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Abstracts of the following dissertations are included in this collection:

Brown, Catherine Lane
A SURVEY OF WRITTEN COMMUNICATION FLOW: BETWEEN ADMINISTRATORS AND FACULTY AT LANEY COMMUNITY COLLEGE IN PERALTA DISTRICT

Busta, Joseph Frank, Jr.
COMMUNICATION BETWEEN LEGISLATORS AND UNIVERSITY ADMINISTRATORS: AN ANALYSIS OF PERCEPTIONS ON SELECTED ISSUES

Elkins, William David
A STUDY OF COMMUNICATION SYSTEMS AND TASK RATIONAL PERCEPTIONS IN OPERATING ORGANIZATIONS

Hur, Ben Seunghwa
THE EFFECTS OF DEPARTMENTAL SIZE ON FACULTY PERCEPTIONS OF COMMUNICATION EFFECTIVENESS AND PARTICIPATION IN DECISION-MAKING

Jablin, Fredric Mark
AN EXPERIMENTAL STUDY OF MESSAGE-RESPONSE IN SUPERIOR-SUBORDINATE COMMUNICATION

Jenkins, Kenneth Melvin
A STUDY OF THE RELATIONSHIP BETWEEN ORGANIZATIONAL COMMUNICATION AND WORKER PERFORMANCE

Kashani, Bijan Hojat
FACTORS PERCEIVED TO FACILITATE COMMUNICATION BETWEEN SUPERINTENDENTS AND ASSISTANT SUPERINTENDENTS

Lewis, Stephen Dale
THE EFFECT OF WORD PROCESSING ON BUSINESS LETTER WRITING

O'Brien, Charlene Edna
A RULES-BASED APPROACH TO COMMUNICATION WITHIN A FORMAL ORGANIZATION: THEORY AND CASE STUDY

Poston, William Roger, II
ORGANIZATIONAL EFFECTIVENESS IN BIOMEDICAL COMMUNICATIONS SYSTEMS

Taylor, James Lynn
ORGANIZATIONAL COMMUNICATION: THE RELATIONSHIPS BETWEEN INFORMATION POTENTIAL AND BIOGRAPHICAL CHARACTERISTICS, CHANNEL AND SOURCE USAGE, INNOVATIVENESS, AND PERFORMANCE FOR FACULTY MEMBERS AT SELECTED TWO-YEAR COLLEGES IN TEXAS

Walker, Harold Lloyd
THE AMERICAN MEDICAL ASSOCIATION AND COMPULSORY NATIONAL HEALTH INSURANCE: THE MOLDING OF PUBLIC OPINION, 1920-1965

Warne, Alan Maynard
INTERORGANIZATIONAL RELATIONS: A CASE STUDY OF THE INTERCULTURAL COMMUNICATIONS NETWORK

Woodcock, Barry Edward
CHARACTERISTIC ORAL AND WRITTEN BUSINESS COMMUNICATION PROBLEMS OF SELECTED MANAGERIAL TRAINEES

A SURVEY OF WRITTEN COMMUNICATION FLOW: BETWEEN ADMINISTRATORS AND FACULTY AT LANEY COMMUNITY COLLEGE IN PERALTA DISTRICT
Order No. 7731111

BROWN, Catherine Lane, Ed.D. Brigham Young University, 1977. 105pp. Chairman: Kent G. Stephens

The purpose of this study was to determine the effectiveness of administrative communication flow concerned with information relating to problems of the community college rules, regulations and new procedures through the regular, routine information program at Laney Community College in Peralta District in California during the fall semester, 1976-77.

The methodology provided for three surveys using the Episodic Communication Channels in Organizations (ECCO) Analysis, a technique used to identify the flow of information in organizations. Survey one measured faculty knowledge about declining enrollment with 68 percent of the responding faculty indicating all or some knowledge of the problem. Survey two measured faculty knowledge about the grade agreement forms and incomplete grade directive with 56 percent of responding faculty indicating all or some knowledge of the problem. Survey three measured faculty knowledge about grading policy change with 85 percent of responding faculty indicating all or some knowledge of the problem.

COMMUNICATION BETWEEN LEGISLATORS AND UNIVERSITY ADMINISTRATORS: AN ANALYSIS OF PERCEPTIONS ON SELECTED ISSUES Order No. 7817431

BUSTA, Joseph Frank, Jr., Ph.D. The University of Florida, 1978. 180pp. Chairman: James L. Wattenbarger

The purpose of this study was to test the applicability of theoretical propositions, derived from the scholarly literature on the communication process between legislators and university or state university system administrators. Specifically, the focus of the study was on those in the State of Florida and was designed to determine: (a) whether a communication process existed; (b) the nature of the process; and (c) the role relationships among the principal characters involved in the process. The study also provided general information and special insights concerning the most significant legislative issues affecting the State University System of Florida during the 1977 Florida Legislative Session.

The field portion of the study was conducted in four steps. The first two steps included the development of a preliminary polling instrument which was then administered to 25 leading legislative, state government and State University System of Florida officials to determine the three most significant issues addressed by the 1977 Legislature and affecting the State University System of Florida. The development of a detailed communication interview guide was step three. The last step consisted of in-depth interviews with seventeen people who were determined to be principal characters in the three issues studied.

Data were analyzed by issue to determine whether or not there was a high or low level of perceptual consensus concerning each question. These measures of consensus were then used to test two sets of alternative hypotheses.

The major findings of this study were:

1. In the first issue it was determined that there was a high degree of consensus that information was communicated back and forth and a high degree of consensus that communication existed. The data also supported that there was an accurate mutual understanding of perceived role relationships and a high degree of successful communication on the issue.

2. In the second issue it was determined that there was a high degree of consensus that information was communicated back and forth and a high degree of consensus that communication existed. The data also supported that although there was a high degree of mutual understanding of perceived role relationships among those involved in the issue there was a low degree of successful communication.

3. In the third issue it was determined that there was a low degree of consensus that information was communicated back and forth and a low degree of consensus that communication existed. The data also supported that there was an accurate mutual understanding of perceived role relationships and a high degree of successful communication on the issue.

4. The data supported that communication in general, between legislators and State University System administrators, could be improved through increased personal contact and improved personal relationships.

The results of this study lead to the general assumption that the theoretical propositions in the literature concerning the criteria necessary for the existence of communication and for the occurrence of successful communication are applicable to the communication process between legislators and state university administrators. These theories should help university and legislative personnel understand the ingredients necessary to make successful communications and build a solid communication process. These understandings are especially important if legislators and administrators are to live up to their mandated responsibilities to make solid decisions on issues affecting the quality of public higher education and in turn the citizens they serve.

Further research is recommended to determine: (a) how to improve a communication process; (b) how legislators and university administrators can improve their personal communication skills; (c) how negative perceptions of individuals can be reversed; and (d) whether legislative issues with budget implications dominate other issues which have little or no fiscal impact.

A STUDY OF COMMUNICATION SYSTEMS AND TASK RATIONAL PERCEPTIONS IN OPERATING ORGANIZATIONS Order No. 7817515

ELKINS, William David, Ph.D. Southern Illinois University at Carbondale, 1978. 134pp. Major Professor: Edward L. McGlone

A number of laboratory and field studies have helped to clarify some of the main factors that could be employed effectively by management to achieve better organizational coordination and efficiency. Research based on the formulations of Bavelas, as reported by him and other authors in 1948, 1950, 1951, and 1968, supports the notion of the high relevance of communication network operation to the task accomplishing ability of working groups. It has been shown also that the conceptualizations of tasks with which individuals are confronted, when they are working in task oriented groups, seem to affect the way information is communicated among the group. This, in turn, affects the nature of the communication networks that develop. Additional studies have provided ample evidence that the types of communication networks that do develop affect organizations' abilities to deal with very specific tasks and to adapt to varying task demands. As the question of individual group members' functions in this process was pursued by more researchers, the factor of role development and differentiation was discovered as a concomitant of network development and operation. Thus, conceptualizations of tasks and role differentiation as perceived by group members are significant factors in determining the operation of communication systems and therefore the task accomplishing abilities of organizations.

Conducted in this context, the purpose of this study was to validate prior laboratory and preliminary field studies by carrying the implications of their findings into an investigation of two organizations in the field. It was theorized that, being motivated through a need to achieve competence, groups situated in organizations should perceive differentiated communication systems with respect to the different tasks with which their group is confronted. Three specific research questions were formulated:

1. Is clarity of group accomplishment objectives for different tasks related to communicative behavior regarding those tasks among group members?

2. Is the perception of differentiation of functional roles related to communicative behavior regarding different tasks among group members?

3. Are the previous findings, based on laboratory research, supported by the opinions and behaviors of group members in actual organizations?

These questions were tested through a combination of interviews and questionnaires administered to members of middle-management groups situated in two very similar hospital organizations. Clarity of the perception of task accomplishment objectives, the perception of differentiation of functional roles and, the connectedness, consistency, and stability of communication systems related to five task areas for each group were assessed. Correlation coefficients were calculated between the results of each of the measures. Coefficients equal to or exceeding .50 were considered significant.

Based on the results, it was found that no consistent relationship between perceptions of tasks and role differentiation and the perceived operation of the communication systems was demonstrated. A factor extant in previous studies and this study which may not have been thoroughly accounted for was the information processing requirements of the tasks as perceived by group members. It is suggested that this factor may account for the inconsistency in the findings of this and previous studies.

A more subjective interpretation of the data indicated that characteristics of communication systems may be affected by top management's interpretation of the group's general environments. Special task requirements imposed by top management may affect the general frequency of communicative contact and/or the degree of agreement about frequencies of communicative contact among the group members regarding different tasks. Theoretical literature relevant to the environment-task activity-communication system relationship supports this possibility. Further studies will be required to deal with this possibility effectively.

THE EFFECTS OF DEPARTMENTAL SIZE ON FACULTY PERCEPTIONS OF COMMUNICATION EFFECTIVENESS AND PARTICIPATION IN DECISION-MAKING

HUR, Ben Seunghwa, Ph.D.
The University of Iowa, 1977

Supervisor: Assoc. Prof. Duane D. Anderson

Organizational effectiveness has been the concern of sociologists, psychologists, business managers, and educationists. Effectiveness has been traditionally measured in such dimensions as satisfaction, productivity, turnover and absenteeism.

As Barnard (1938) noted, human communication is essential to the achievement of organizational effectiveness. It was the purpose of this study to investigate faculty perceptions regarding communication effectiveness and participation in decision-making. Thus, this study examines the effectiveness of vertical as well as horizontal communication among the academics: faculty members and administrators.

In examining communication effectiveness and participation in decision-making, a survey questionnaire was employed to collect data from faculty members at the college of liberal arts at a large midwestern university. The data was collected from a total sample population of 625 faculty members at the college, and was analyzed by chi-square statistics.

Not only was departmental size as an independent variable used to investigate communication effectiveness and participation in decision-making, but also seven communication channels (for communication effectiveness) and six issues of academic governance (for participation in decision-making) were employed, respectively. The seven communication channels were: letters/documents, memoranda, bulletin boards, meetings, face-to-face interactions, telephone conversations, and grapevine. The six governing issues were: initial faculty selection, faculty promotion/tenure, faculty salary, curricula revisions, student admission requirements, and budget planning. The major findings suggested that regardless of departmental size, face-to-face interaction was perceived as the most effective communication channel in both the vertical and horizontal flow of messages. However, conversely, bulletin boards and grapevine were regarded as ineffective channels in both vertical and lateral communication.

With regard to academic governing issues, initial faculty appointment and curricular changes were considered significantly important by faculty members in both current and desired level of participation. Secondly, faculty promotion/tenure along with student admission requirements were conceived as comparatively important at both levels. However, faculty salary and budget planning were issues which faculty members, at the current but not desired level of participation in decision-making, reported minimal involvement.

Therefore, the best effective communication in both vertical as well as horizontal communication can be achieved via face-to-face interactions, where feasible. Whereas, use of bulletin boards and grapevine to attain maximum communication is not recommended regardless of vertical and lateral communication. Order No. 77-28,470, 202 pages.

AN EXPERIMENTAL STUDY OF MESSAGE-RESPONSE IN SUPERIOR-SUBORDINATE COMMUNICATION

Order No. 7803241

JABLIN, Fredric Mark, Purdue University, 1977. 270pp.
Major Professor: W. Charles Redding

This investigation was a field experiment analyzing relationships among "openness" of superior-subordinate communication, and attitudes toward five basic types of message-responses occurring in a dyad: confirmation, disagreement, accedence, repudiation and disconfirmation. Further, the research assessed relationships involving perceived "climate" of openness, supervisory-leadership style, satisfaction with supervision, perceived organizational control system, and organizational "political" environment.

The study was conducted with 385 subordinates from all levels of the organizational hierarchies in seven different companies in Indiana. All subjects were administered paper-and-pencil questionnaires, and viewed one of ten experimental videotapes. These tapes contained a superior-subordinate interaction in which a male subordinate initiated a dyadic communication episode with his male superior. The script was written to provide that the subordinate's remarks were always "unfavorable"--in one condition, unfavorable to the superior; in the other condition unfavorable to the subordinate (himself). The superior's response to the subordinate was experimentally manipulated to be one of five types: (1) confirming, (2) disagreeing, (3) acceding, (4) repudiating, or (5) disconfirming.

A questionnaire was administered to subjects in conjunction with viewing the videotapes. A "stop-action" technique was employed. Ss indicated predicted and preferred, superior and subordinate responses, prior to viewing and hearing them on the videotape.

Tests of hypotheses indicated that regardless of perceived climate of "openness" of communication, subordinates prefer to receive from superiors communicative responses which are, in descending rank-order: confirming, disagreeing, acceding, repudiating and disconfirming. Subordinates who perceived either an "open" or "closed" climate of communication between themselves and their superior predicted that a superior would respond to an unfavorable message from a subordinate more often with a confirming or disagreeing response, than with an acceding, or repudiating, or disconfirming response. Moreover, disconfirming responses from a superior were perceived as inappropriate when compared to other kinds of responses.

Further, subordinates who perceived either an "open" or "closed" climate of communication between themselves and their superior, predicted that a subordinate would respond to a superior's message with either a confirming or disagreeing response, more often than with an acceding, or repudiating, or disconfirming response. Results also revealed a positive correlation between a subordinate's satisfaction with his/her supervisor and his/her perception of the openness of communication in the relationship.

Answers to three research questions suggest that: (1) there is an interaction between the object (superior or subordinate) of a subordinate's unfavorable message and his superior's (as well as his own) subsequent message-responses; (2) perceptions of open communication between superior and subordinate do not appear to vary as a function of "organic" versus "mechanistic" control systems; and (3) perceptions of open communication between subordinate and superior do vary as a function of the "political" environment of the organization (and more specifically, the political behavior of the superior).

The over-all results of this study support the notion that openness of communication between superiors and subordinates is a multidimensional construct, one which is contingent upon numerous message-response alternatives, upon perceptions of organizational and communication "climate," as well as upon individual differences between organizational members.

A STUDY OF THE RELATIONSHIP BETWEEN ORGANIZATIONAL COMMUNICATION AND WORKER PERFORMANCE
Order No. 7805391

JENKINS, Kenneth Melvin, D.B.A. Arizona State University, 1977. 174pp.

A field survey of 238 workers in six manufacturing and service organizations in the Southwest was conducted to determine if the first-line supervisor's communicative effectiveness, using formal channels of communication, has a positive impact upon a worker's performance. The Roberts and O'Reilly organizational communication questionnaire and a Funk and Becker test were used to assess the status of seven communication and job knowledge variables.

The independent variables chosen as sampling parameters were perceived trust, perceived influence, perceived accuracy, and desire for interaction, while perceived frequency and amount of formal communications was chosen as the moderating variable. The intervening variable was worker knowledge of job content and job context. The dependent variable, worker performance, was measured using four dimensions: quantity, quality, net performance (quantity minus performance quality), and absenteeism. It was hypothesized that there were positive relationships between the independent, intervening, moderating, and dependent variables. The relationships were tested using Pearson product-moment correlation coefficients and moderated regression.

The research data contained justification for regarding some of the independent, moderating, and intervening variables as being related to the dependent variable, worker performance. The results suggest that a supervisor's communicative effectiveness did have an impact upon worker performance; however, organizational communication is complex and multivariate in nature. Additional research is needed to determine all of the factors affecting the organizational communication process.

FACTORS PERCEIVED TO FACILITATE COMMUNICATION BETWEEN SUPERINTENDENTS AND ASSISTANT SUPERINTENDENTS

KASHANI, Bijan Hojat, Ph.D. University of Southern California, 1978. Chairman: Professor Murdy

Purpose. The purpose of this study was to analyze the problem of communication between superintendents and their assistants with a view to improving communication between them.

Procedure. The research design employed a twofold approach to the problem: (1) a study of related literature in communications, and (2) a survey designed to obtain the information essential to recognition of effective and ineffective factors and techniques used among superintendents and their assistants. The survey instrument was designed on the basis of the data collected by these two methods. The instrument, a five-page questionnaire, was sent to 238 superintendents and assistant superintendents in 119 California unified school districts with an enrollment of 5,000 or more. The resultant data were analyzed in terms of frequency of response, percentage of response, difference in mean and Chi square. The statistical procedures were based on programs in the Statistical Package for Social Sciences (SPSS). The level of significance was set at $p \geq .05$.

Selected findings. All findings were categorized under six main topics as follows: I. Effective communication characteristics: (A) message is direct and straightforward, (B) message is clear, (C) message contains complete information, (D) communication is received with sufficient advance notice, (E) purpose of communication is stated. II. Effective communication and personal relations: (A) administrator attempts to communicate and keep staff informed, (B) administrator is fair and objective, (C) administrator is interested and shows interest in others, (D) administrator understands the other person's views, (E) administrator encourages worthwhile ideas. III. Ineffective communication characteristics: (A) information is unclear and meaning is obscure, (B) communication is too wordy, (C) important information is not emphasized, (D) incomplete information is conveyed, (E) message creates unnecessary anxiety. IV. Ineffective communication and personal relations: (A) administrator fails to share ideas and philosophy, (B) administrator is uninformed or fails to understand, (C) administrator communicates before he has all the facts, (D) administrator is generally unreceptive to ideas, (E) administrator is disorganized and fails to plan ahead. V. Rank order in verbal communication techniques: (A) personal informal chat, (B) conference or appointment, (C) meeting, (D) telephone conversation. VI. Written communication techniques: (A) note, (B) personal letter, (C) official report, (D) memorandum, (E) bulletin, (F) newsletter.

Selected conclusions. (1) Communication is fundamental to a good interpersonal relationship in almost every conceivable human endeavor. (2) It is very important for a good administrator to keep in close touch with his subordinates and avoid any complex hierarchical channels. (3) Ambiguities and deficiencies in purpose and content of communication create an undesirable situation in interpersonal and organizational communication. (4) Face-to-face and two-way communication is preferred by both groups. (5) An ineffective communication is characterized by excessive length of message, inappropriate timing, and omission of important facts, and creates anxiety and fear. (6) Decisiveness and precision are essential to effective communication with subordinates. (7) Written techniques are important in building a formal communication and cannot be eliminated or even limited to a very narrow scope.

Recommendations. It is recommended that: (1) Studies be conducted in smaller school districts to determine whether factors of effective communication differ from those found in this study for larger districts; (2) studies be conducted on more factors of communication than the five discussed here; (3) a communication program be designed for all districts at all administrative levels and monitored for effectiveness; (4) a survey be conducted to determine whether current methods of communication are effective; (5) an office be established

under direct control of the superintendent to evaluate communication effectiveness in all educational departments and make appropriate recommendations for improvement.

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THE EFFECT OF WORD PROCESSING ON BUSINESS LETTER WRITING

Order No. 7810317

LEWIS, Stephen Dale, Ph.D. The University of North Dakota, 1977. 144pp. Adviser: Professor Mark Langemo

Problem of the Study

The problem of this study was to determine the relationship of changes in business letter writing in organizations utilizing word processing to selected characteristics of the organization.

Procedures

A two-part questionnaire was developed to survey word processing center supervisors and word processing users. The population for the study consisted of individuals employed by organizations with word processing centers that were included in the mailing list of a word processing magazine. A total of 1,000 questionnaires were mailed with no follow-up mailings, and 320 questionnaires were returned usable.

Word processing center supervisors supplied demographic information as well as data on business letter styles within their organization. Word processing users provided information on the percentage of use for various business letter origination methods before and after implementation of word processing.

The data collected were analyzed by computer using Pearson Product Moment Coefficient of Correlation, one-way analysis of variance, and *t* tests for independent samples.

Results and Conclusions

The following conclusions are based on the findings of the study: 1. Personal handwriting was the most popular business letter origination method used prior to word processing accounting for approximately 46 percent of all letters written. Direct telephone dictation to word processing centers was used to the greatest extent after word processing implementation accounting for about 38.5 percent of the letters. Personal handwriting was used for 25.75 percent of the letters originated after the implementation of word processing. 2. A majority of the business letters originated were typed by the word processing center. Regardless of the origination method utilized, the mean percentage of letters typed by word processing centers was approximately 85 percent. 3. Direct telephone dictation to a word processing center was used to originate business letters to a greater extent in large organizations (250 or more administrative employees) than in medium (25–249 administrative employees) or small (1–24 administrative employees) organizations. 4. Geographic location of the organization had no significant effect on the business letter origination method utilized. 5. Direct telephone dictation to a word processing center was used to a greater extent to originate business letters in organizations where the word processing center was centralized rather than departmentalized. 6. Business letter writers in organizations that offered in-service training in dictation techniques originated more of their letters by direct telephone dictation to a word processing center than did letter writers in organizations where in-service training was not available. 7. Business letter writers in organizations that have developed word processing user manuals originated a greater percentage of their letters by direct telephone dictation to a word processing center than did letter writers in organizations that had not developed user manuals. 8. Business letter writers who had received training in dictation techniques originated more of their letters by direct telephone dictation to a word processing center than letter writers who had not received training. Conversely, business letter originators who have not had training in dictation techniques used personal handwriting and personal typewriting to a greater extent than writers who had training. 9. Business letter writers used significantly more form letters after the implementation of word processing. 10. Business letter styles used in word processing centers were not dependent upon the size of the organization. 11. The most popular letter style in word processing centers was the full-block style (approximately 49 percent) followed by modified-block, modified-block with indented paragraphs, and AMS Simplified. 12. Geographic location of the business had little or no effect on business letter styles used in word processing centers. 13. Word processing center users believed that the quality (overall appearance, spelling, grammar, punctuation) of their business letters improved after they implemented word processing. 14. Business letter writers typically originated more business letters after they began using word processing. 15. Business letter writers believed that word processing was a faster origination method than the traditional methods used before word processing was implemented. 16. Convenience was listed most often by word processing users as the greatest advantage of word processing. 17. Slower turnaround time was given most often as the greatest disadvantage of using word processing.

A RULES-BASED APPROACH TO COMMUNICATION WITHIN A FORMAL ORGANIZATION: THEORY AND CASE STUDY

Order No. 7818031

O'BRIEN, Charlene Edna, Ph.D. University of Massachusetts, 1978. 227pp. Director: Vernon E. Cronen

This study introduces a new model for the analysis and evaluation of organizational communication. The model contains these postulates:

1. Organizations develop a socially constructed archetype that defines the collectivity of perceptions and experiences for organization members.
2. The organizational archetype evolves and is elaborated into rules that define how specific behaviors take on meaning in that organization.
3. The rules for articulating behavior evolve from the archetype and are the unique constructions of particular organizations and vary from one kind of episode to another.
4. Rule conformity or nonconformity has important impact for the evaluation of company members.

Much of this study was addressed to the problem of operationalizing this set of postulates into a research protocol. In overview, the results support the utility of the rule-based model advanced.

To study this problem scientifically required a model that focuses on the unique social understandings which evolve in an organization for the assignment of meaning to speech acts and for coordinating communication behavior where conjoint action is required.

This study has successfully combined field and laboratory research methods, and addressed the problem of studying variables in the context of their environment. Information was collected in the field to create the instruments to be used in the laboratory study. Constructs were not imposed on the respondents in this study, on the contrary, they provided their collective meaning in defining what success and promotability were all about in their organization. Their information provided the basis for creating the scales and dialogues to be used in the study. By using the field research techniques for gathering data for the experiment, the problem of imposing inappropriate instruments is avoided, as well as the problems associated with generalizability from the lab to the field. The methodology used also eliminated the problem of studying isolated variables that do not take into account the cultural environment or the total system. The concepts of promotability and success was determined at one level of abstraction and tested at another. The study determined what company members said was important in regard to promotability and then tested what that meant in terms of specific behaviors in a task

and social episode. The rule-based model for studying organizational communication allows for studying concepts at two levels of abstraction and simultaneously.

In summary, this study lends support for the rules-based model for interpersonal communication within organizations. There is evidence as a result of this study that the archetype of an organization can be determined, and that the archetype for promotability established rules which penalize or reward certain communicative behaviors in task and social episodes. This study provides evidence that females do perceive task and social episodes differently from men, and secondly, that there is a different criteria used to evaluate managers and subordinates as well as male and female managers. Furthermore, it was found that the sex of the company member interacted in definite patterns in evaluating male and female managers. Men and women perceive the informal rules differently from each other, and they also apply them to male and female managers differently. Another finding indicates that effectiveness and promotability are perceived on a construct with penalties for violating the rules in a task episode at one end and with rewards for following the rules in a social episode at the other end. This study demonstrates that specific behaviors in this organization are perceived positively or negatively depending upon the kind of episode enacted, the sex of the observer, the sex of the manager, and whether or not the informal rules of the archetype are observed or violated.

ORGANIZATIONAL EFFECTIVENESS IN BIOMEDICAL COMMUNICATIONS SYSTEMS Order No. 7808714

POSTON, William Roger, II, Ed.D. West Virginia University, 1977. 117pp.

This study is an analysis of the efficiency and effectiveness of Biomedical Communications Departments within Total Health Care Educational Centers. The concern is the analysis of the relationship between the measures of efficiency and effectiveness, variations in an organization's operational units, and the number, classification, and function of employees.

The sample is drawn from the fifty-three medical centers located in the United States and Canada which are Total Health Care Education Centers. Each institution was surveyed by a questionnaire pertaining to six specific areas: 1) structure, 2) decision-making, 3) personnel, 4) efficiency, 5) effectiveness, and 6) finance.

The major research assumptions are that an organization's efficiency and effectiveness can be determined by the structure of the organization and the specialization of the personnel within that organization. Effectiveness and efficiency are also examined by determining if the centralization or decentralization of decision-making has any effect on the organization. Another area of study is the budgetary structure. The percentage of funding by the parent institution is also studied to determine if productivity, efficiency, and effectiveness are influenced by the amount of funds allocated to the organization.

Biomedical Communications systems are production organizations and the most common form of organizational structure employed by a production organization is the line-staff organization. Ten of the organizations responding employ the line-staff structure, six employ the matrix design, and one employs a combination line-staff and matrix design. This implementation of the line-staff structure allows for greater functional departmentation. Thirteen organizations are departmentalized, of which eleven are further subdepartmentalized.

The departmentation occurs by function or product incorporating greater specialization. Over the past five years hiring trends have been toward specialization and growth has occurred in all areas of Biomedical Communications.

The delegation of authority and decision-making determines the degree of decentralization or centralization of an organization. Personnel and budget decisions are made almost exclusively at the director's level of Biomedical Communications organizations. Personnel decisions are made by directors at fourteen institutions and budget decisions are also made at the director level at fourteen institutions.

The number of trials necessary to complete a unit of work indicates both the economic and technical efficiency of the organization. The number of trials necessary to complete a unit of work is consistantly low in the Biomedical Communications systems. The averages for the three basic units are: Medical Illustration, 1.15; Medical Photography, 1.31; and Medical Television, 1.1.

Effectiveness is measured by acceptance rates of work by both supervisors and clients, and repeat requests for services by the clientele. Such acceptance rates were very high: supervisors, 85% to 100%; internal clientele, 85% to 100%; and external clientele, 90% to 100%. The repeat request rates for services range from 75% to 100%.

This study clearly demonstrates the factors which are inevitably inherent in an effective, efficient production organization. Biomedical Communications systems generally employ the line-staff form of organization which allows for formalization of specialized structures and a greater centralization of authority and decision-making.

The structure of Biomedical Communications systems apparently follows the classical model of organization. The authority structure is well defined, extremely centralized, and delegates authority at its discretion. The components of the Biomedical Communications systems are departmentalized and further subdepartmentalized in order to affect greater functional specialization. The employees are task oriented and highly specialized within the disciplines of the communications technology.

The organizations are both effective and efficient by definition of the literature. Perhaps the most poignant example of this effectiveness is the high rates of acceptance of services and return clientele.

ORGANIZATIONAL COMMUNICATION: THE RELATIONSHIPS BETWEEN INFORMATION POTENTIAL AND BIOGRAPHICAL CHARACTERISTICS, CHANNEL AND SOURCE USAGE, INNOVATIVENESS, AND PERFORMANCE FOR FACULTY MEMBERS AT SELECTED TWO-YEAR COLLEGES IN TEXAS Order No. 7817720

TAYLOR, James Lynn, Ph.D. The University of Texas at Austin, 1978. 339pp. Supervisor: John E. Roueche

The purposes of this exploratory study were to develop a body of knowledge concerning the information potential of faculty members within community colleges that would allow those responsible for administering these institutions to better understand and utilize this potential and to determine if information potential was related to either innovativeness or performance.

The faculty members of three community colleges were surveyed by questionnaire. Additional information was gathered by observations and interviews.

Three types of professional information had been defined for community colleges. Preliminary interviews supported the usefulness of both the definitions and the names applied for this study: organizational/policy information, subject matter/content information, and methodology/technology information. Faculty members' information potential for each type of information was determined sociometrically by having the faculty members name their colleagues as likely sources of information.

Crosstabulational and correlational tests for relationships between each form of information potential and selected biographical variables, channel and source usage variables, innovativeness, and performance were performed.

While the method used for testing, the use of control variables, and the type of information studies altered the strength of the evidence and the strength of the relationships, the data indicated that the three types of information potential were monomorphic and that information potential was related to:

1. selected biographical variables, i.e., supervisory status, experience, education, and sex;

2. selected channel and source usage variables, i.e., interpersonal channel usage, impersonal channel usage, internal source usage, external source usage, diversity of internal sources, diversity of personal external sources, diversity of professional journals, and diversity of non-professional periodicals;

3. innovativeness and performance, particularly peer judgments of these variables.

Follow-up interviews showed that faculty perceptions of the relationships agreed with the findings of the data analysis. The follow-up interviews also suggested that other variables -- approachability, willingness to respond, not exacting an emotional price for the information, proximity, and "keeping up" -- may be related to information potential in the community college setting.

THE AMERICAN MEDICAL ASSOCIATION AND COMPULSORY NATIONAL HEALTH INSURANCE: THE MOLDING OF PUBLIC OPINION, 1920–1965 Order No. 7817725

WALKER, Harold Lloyd, Ph.D. The University of Texas at Austin, 1978. 138pp. Supervisor: Donald W. Zacharias

It is doubtful if an organization has ever mounted a persuasive campaign of such extent, duration, or intensity on a given issue as the one undertaken by the American Medical Association in its attempt to prevent compulsory national health insurance legislation. Physicians watched with concern as Otto Bismarck, pressured by socialist electoral gains, instituted compulsory health insurance in Germany in 1883, beginning a trend that included most of Europe and England by 1913. Health insurance was a plank in the Bull Moose platform for Theodore Roosevelt's unsuccessful 1912 Presidential race. The American Association for Labor Legislation (AALL) submitted the Model Bill, a health insurance package for the indigent, in 1915. Pro-insurance forces expected legislation supporting their view no later than 1917. By 1920 the anticipated legislation had not materialized and a turnaround in insurance prospects was evident. This reversal was capped by a resolution adopted at the 1920 AMA's 71st session that stated unequivocably the opposition of organized medicine to any form of compulsory health insurance. This resolution expressed a conviction defended by the AMA for the next 45 years.

There was some sentiment for health insurance in the Franklin Roosevelt Presidency. But any serious threat posed to the AMA position was defused by World War II. In 1948 Harry Truman's platform contained a compulsory health insurance plank and he presented a health plan to Congress in 1949. This crisis for the AMA provoked their supreme effort at molding American public opinion. Compulsory health insurance was defeated. It lay fairly dormant during the Eisenhower years only to be revived by both Nixon and Kennedy in 1960. President Johnson secured passage of the King-Anderson Bill (Medicare) in 1965.

The persuasive efforts of physicians included use of their ethos with patients and the public. Doctors gave speeches, distributed printed material, and carried on interpersonal communication with patients, legislators, and editors. Organizational endorsements were secured, 2000 in 1949 alone. Media usage embraced direct mail, pamphlets, posters, newspaper advertising, press releases, radio, and some television. Primary dependence was upon print media, particularly pamphlets and newspapers.

Four major factors contributed to the lengthy forestallment of some form of compulsory health insurance: 1) two major wars; 2) lack of enthusiasm for compulsory health insurance by that large segment of the public covered by voluntary plans; 3) the competent effort of the Whitaker-Baxter public relations firm from 1949–1951 in directing the AMA defeat of the Truman health plan; and 4) the undue concern of the pro-insurance forces over the years with generating health insurance instead of increasing doctor supply.

INTERORGANIZATIONAL RELATIONS: A CASE STUDY OF THE INTERCULTURAL COMMUNICATIONS NETWORK Order No. 7817417

WARNE, Alan Maynard, Ed.D. Temple University, 1978. 155pp.

As professional educational associations have developed, they have created an environment in which both formal and non-formal organizations are established to respond to real and perceived needs. The Intercultural Communications Network (often referred to as ICN or the Network) was created and funded to assist the National Association for Foreign Student Affairs (NAFSA) and the Bureau of Educational and Cultural Affairs of the United States Department of State (CU) to further develop the concept of intercultural communications and to devise materials and training techniques for professional educators who work in the field of international education.

The purpose of this study was to examine the Network in order to develop a historical account and to examine the relationship of other organizations with which the Network interacted. These other organizations served as funding sources, supporters, and users of the services of the Network.

The Network completed its final grant on June 30, 1977. If this study had not been conducted at this particular time, invaluable historical information would have been permanently lost.

As a result of preliminary discussions with representatives of the Network, NAFSA, and CU, individuals were identified who were knowledgable about certain aspects of the development of the Network. These discussions also confirmed the existence and availability of reports, correspondence, proposals, newsletters, and committee reports essential to the study.

Several visits were made to Washington, D.C. and Pittsburgh to gather Data and conduct initial interviews. Appointments were then made in Northern New Jersey, Central and Western Pennsylvania, New York City, California and Louisiana.

Even though 1970 is the officially stated date for the beginning of the Network, the first uses of intercultural communications concepts and workshops (called ICW's) can be traced to 1965. By 1968, the concept of "networking" or bringing together individuals interested in intercultural communications began to take form. In 1974, the Network completely separated from its parent organization, the Regional Council for International Education at the University of Pittsburgh.

As the decisions were reached to terminate funding for the Network, a chain of events was set off to integrate its expertise into the NAFSA organization.

The representatives or members of NAFSA, CU and the Society for Intercultural Education Training and Research (SIETAR) at various periods in the evolution of the Network played supporter and detractor roles. The reason for their differing reactions varied from discomfort with the lack of clarity about the concepts developed to feelings that the Network itself was not the most effective vehicle to continue the development of the field.

NAFSA, as the major source of funding for the Network, was itself also developing its own maturity as a funding agency and had difficulty dealing with the rather large grant for the Network (when compared with all other grants it was administering).

The recommendations section of the study was divided between: 1. Recommendations which would help a professional association examine its own policies and practices in order to most fully benefit from its funding activities; and 2. Recommendations for grant recipients or potential recipients of funds from associations, in order to maximize their funding or continued funding opportunities, and to develop and maintain support for their concepts, services, or programs within the association.

CHARACTERISTIC ORAL AND WRITTEN BUSINESS COMMUNICATION PROBLEMS OF SELECTED MANAGERIAL TRAINEES

WOODCOCK, Barry Edward, Ed.D.
Memphis State University, 1977

Major Professor: Charles E. Kelgel

This study was an attempt to determine characteristic oral and written business communication problems of selected managerial trainees in the Memphis-Shelby County, Tennessee area and to determine whether the problems defined by these trainees were those recognized by the secretary and immediate supervisor of the trainee. The study was designed to determine the degree of agreement of the rankings of the problem areas, to measure the degree of expressed opinions, and to determine if the relationship of the expressed opinions was other than chance among the groups involved in business communication activities.

Q-sort was used in this study as a means of determining the most characteristic oral and written business communication problems of selected managerial trainees. Fifty Q-sort items, representing oral and written business communication problems, were used in the study. The population consisted of 57 managerial trainees and each trainee's secretary and immediate supervisor.

There were three principal findings. First, "letters, memos, and cards" presented the most difficulty to managerial trainees. The conclusion is, therefore, that writing practice continues to be an area of concern and importance. Second, "oral presentations" was the only problem area listed as one of the most characteristic of managerial trainees by each of the three groups. Therefore, it is recommended that more class time be devoted to oral communication. Third, the fact that there was no significant agreement by any of the groups involved in business communication activities concerning the most characteristic business communication problems would seem to indicate that business communication problems are more related to the individual than to any certain group.

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